

Achievement of Market Friendly Initiatives and Results Program

AMIR 2.0 Program

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Training Needs Assessment:

**Conduct Qualitative Training Needs Assessment of
Executives**

Final Report

Deliverable for Business Management Initiative (BMI) Component, Activity
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1. Executive Summary

This report contains the findings, conclusions and recommendations resulting from a training needs assessment (TNA) prior to the implementation of the Short-Term Management Training Program of the Global Business Management Skills Development Component of the Business and Management Initiative under the AMIR 2.0 project. Its objectives are:

1. to assess the scope and quality of management training programs currently being offered in Jordan by the various business associations;
2. to establish baseline information regarding the existing management training activities currently being offered by various business associations in Jordan which might potentially be candidates for future technical assistance under the Short-Term Management Training Program; and
3. to measure training needs of business executives in terms of topics, duration, venue, key elements that attract their authority, and to assess their willingness to pay for such training.

In order to accomplish these objectives, in depth interviews, supplemented with supporting data presented in the appendices, were held with six Jordanian Private Sector Business Associations in order to ascertain the nature and effectiveness of their various management training programs.

In addition to the interviews with the six Jordanian private sector business associations, two focus group discussions were held with a representative sample of private-sector businesses for the purpose of obtaining a better understanding of both the management training and development needs in the private sector, and of the degree to which current suppliers of management training and development programs are meeting those needs.

The assessment of the management training programs offered by the six surveyed Jordanian business associations, together with the two focus group discussions with training directors and other executives from a selection of Jordanian businesses, lead to several overall conclusions:

- Business associations with narrowly-defined missions which offer their membership training programs directly related with their central area of focus, provide a needed service by offering highly specialized training events covering skills required by their memberships and unavailable elsewhere. Examples of such associations and their specialized training programs are the Jordanian Exporters Association and the Jordanian Intellectual Property Association.
- Business associations with more broadly-defined missions which offer their membership and the general public training programs which are focused on the development of general management skills find themselves in an increasingly competitive environment in which training quality may be compromised (both in terms of the topics offered and the training providers utilized) in order to compete in a highly price sensitive market for short-term management training events.

- The range and scope of the management training programs currently offered in Jordan is narrowly focused on the acquisition of specific management skills, as opposed to a broader developmental focus on knowledge, skills and perspective in the various functional areas of management such as might be gained in a longer-term program of management education. While such a narrow, skills-based focus is an important element in the development of managerial capabilities, it cannot and should not be the only form of management development available to Jordan's business community.
- The greatest perceived needs for management training and development are in the area of leadership and human resource management, and there presently exists only a partial awareness of the benefits of in-depth management development programs, as opposed to short term management training activities. While executives and human resource managers express a lack of enthusiasm for the many short-term management training programs currently available from the various business associations, they are unaware of any local alternatives which might offer more in-depth development in management. Most larger business do, however, meet their needs for technical training through a combination of in-house programs (often using trainers sent from the home offices of international companies) and hired local trainers or experts.

Based on these conclusions, the following recommendations are made to assist Jordan's business associations in improving their capacity to meet the management development needs of their members:

- Specialized business associations offering narrowly-focused and highly technical training programs to their memberships should be encouraged and, where necessary, assisted to continue to do so without broadening their focus to more generalized management skills development programs such as those offered by the more broadly-focused business associations;
- Broadly-focused business associations, particularly the YEA, JABA and AWTC, should be encouraged to design and present management development programs that will build managerial capabilities in the various functional and strategic areas of management through a series of sequenced events focusing on the development of knowledge, skills and perspective in the various areas of management. Such programs might be offered jointly by several business associations as a single, high-quality, integrated management development program with a sufficient number of participants to cover the costs of using the best quality educators available.

An alternative, which is currently under discussion, would be to establish a high quality graduate business school in Jordan with the capacity to offer integrated management development programs to middle and senior level managers on a non-degree basis. Such an institution might be created in partnership with the business associations and offer its non-degree management development programs in connection with the several Jordanian business associations.

2. Introduction and organization of report

This report contains the findings, conclusions and recommendations resulting from a training needs assessment (TNA) prior to the implementation of the Short-Term Management Training Program of the Global Business Management Skills Development Component of the Business and Management Initiative under the AMIR 2.0 project. Its objectives are:

1. to assess the scope and quality of management training programs currently being offered in Jordan by the various business associations;
2. to establish baseline information regarding the existing management training activities currently being offered by various business associations in Jordan which might potentially be candidates for future technical assistance under the Short-Term Management Training Program; and
3. to measure training needs of business executives in terms of topics, duration, venue, key elements that attract their authority, and to assess their willingness to pay for such training.

In order to accomplish these objectives, in depth interviews, supplemented with supporting data presented in the appendices, were held with six Jordanian Private Sector Business Associations in order to ascertain the nature and effectiveness of their various management training programs. The findings and conclusions of these interviews are presented in the following section; additional tabular information is presented in the appendices.

In addition to the interviews with the six Jordanian private sector business associations, two focus group discussions were held with a representative sample of private-sector businesses for the purpose of obtaining a better understanding of both the management training and development needs in the private sector, and of the degree to which current suppliers of management training and development programs are meeting those needs. A summary of the results of the focus group is presented in the body of this report; additional information, including detailed meeting notes, is included in the appendices.

The final section of this report includes overall findings and recommendations for the future design of a USAID-supported initiative intended to strengthen management training in Jordan.

3. Survey of management training programs offered by selected business associations in Jordan

a. Objective, scope and approach

Interviews, backed up with supporting documentation, were held with the executive directors or training directors of six Jordanian private sector business associations

(see list in appendix A) to better understand the following aspects related to their training programs:

- What is the nature of the demand for management training programs in Jordan?
- What is the role of management training in the association, and how does it contribute to the association's overall mission?
- What is the range and scope of the management training programs currently offered, as well as those planned for the near future?
- How are decisions made regarding the selection of training programs to be offered and trainers to present them?
- What are the economics of the management training program for each association, and how important are net revenues to the overall budget of the association?
- How successful have the management training programs been in meeting both the needs of the association's membership and the plans (and budgets) of the sponsoring organizations?
- What problems or issues regarding management training do the associations face, and how to then propose to deal with them?

b. Assessment of individual business association management training programs

i. The American Chamber of Commerce in Jordan (Jordan American Business Association)

The Training and Advancement Component (TAC) of the Jordan American Business Association (JABA) is one of the oldest as well as best-organized management training programs sponsored by Jordanian business associations. JABA's training program is both central to its mission of helping its members to improve their ability to compete internationally, and an important source of revenue to offset the association's overhead. Early programs tended to feature speakers brought to Jordan from the United States and other countries, for programs lasting from two days to a week in length. More recently, however, due to a saturation of training programs offered by business associations in Jordan at prices below those charged by JABA for foreign trainers, the TAC has been forced to rely primarily on local trainers or expatriate trainers residing in Jordan in order to remain competitive. At the same time, due to the intensity of the competition, attendance at all of its programs has fallen, as have the number of programs offered. All programs offered by JABA are offered to the general public, with a discount offered to its own membership. Prices for a one-day seminar average JD125 for non-members and JD 70 for members. (A list of JABA-sponsored training courses and seminars is presented as Appendix B to this report.)

As pointed out by JABA personnel, the most successful programs have been topic driven, although JABA – and other associations as well – has also had the experience

of offering a program which was widely requested, only to have to cancel it due to a lack of participants. Among programs requested by JABA's membership in 2001 and which served as a basis for the 2002 program were the following:

- Negotiation needs
- Performance appraisal
- Decision making
- Empowering managers
- Report writing
- Listening or hearing
- Team building
- Time management
- Stress management
- Customer service
- Intercultural communication
- Complaints management
- International marketing
- Strategic management or planning
- Project management
- Finance for the non-financial manager

Due to the presence of such a large number of competing programs using local trainers, JABA is currently contemplating a change in strategy for its Training and Advancement Component to "delivering certified training courses in issues and topics that are in demand but not available elsewhere in Jordan..." As part of this new strategy, JABA hopes to establish a specialized training facility within its own installations, and to design a strategy to present a comprehensive series of management training events based on membership surveys and inputs from international management training consultants.

ii. Amman World Trade Center

The Amman World Trade Center (AWTC) has included a broadly-focused management training program as one of its primary activities for several years. Programs, typically lasting between one and three days, offered by both local and internationally based trainers, have included well-known speakers from leading U.S. business schools, and have focused on topics such as change management. Fees for programs presented by local trainers have typically been in the JD 100 – 200 range, while those involving international speakers have been in the JD 400 – 500 range.

Working under the leadership of a new executive director, the AWTC would like to present a broader and more aggressive menu of training programs. In preparation for our interview, the executive director conducted an informal membership survey to identify training program topics which might be of interest, and presented a list including:

- Negotiations
- sales & marketing
- general management

- public management
- accounting
- computer skills
- e-commerce
- time management skills
- corporate social responsibility, and
- change management.

iii. Young Entrepreneurs Association

The YEA, with 172 members, considers short-term management training programs to be central to its mission of helping young entrepreneurs to be more successful in domestic and international markets. With a primary objective of developing entrepreneurial skills among its membership, the YEA has traditionally offered up to ten programs per year, with each program lasting an average of one or two days, up to a maximum of five days.

The training program in general focuses on creativity and entrepreneurship, with individual programs tending to focus on such “soft skills” as character building, self-motivation, mind-mapping, and emotional intelligence. The programs have generally been presented using Jordan-based trainers who may or may not be linked into broader management training consortia. The association has in the past collaborated with another business association in order to bring an international trainer to Jordan, but reports that in general, the additional costs of bringing in foreign trainers is prohibitive given the price sensitivity of the market. YEA charges a fee of JD 100 per day (8 hours) for non-members, and JD 75 for its members. Average attendance per program is around 20, with a maximum of 32; if fewer than 12 sign-up, the program is cancelled.

Of its 172 members, approximately 90 participate in at least one program per year, with 20 to 30 participating in 2 or more per year, and 10 companies participating in all or nearly all programs offered each year.

The association reports that the demand for its training programs is quite price sensitive, and that it has been forced to cancel some programs and reduce its total number of programs from 10 to only 5 or 6 per year, due to increasing competition from other business associations which offer similar programs. It has been able to remain competitive by charging lower prices than other organizations, although the “deep pockets” of some competing associations which have considerably higher membership dues pose a formidable threat.. (Please see a list of YEA-sponsored programs in Appendix C.)

In addition to its programs in Jordan, the YEA, in cooperation with affiliates in other countries, sponsors international conferences which feature well-known speakers from the United States and Europe, as well as opportunities for international networking.

In the future, the YEA would like to be able to offer an entrepreneurship training program consisting of a series of integrated modules carrying university credit and

serving as a gateway to other YEA services. No specific plans, however, currently exist to implement this objective.

iv. Jordan Exporters Association

The training activities sponsored by the Jordan Exporters Association (JEA) are intended “to enhance the capabilities of its members to effectively enter new international markets, to familiarize them with international trade, and in general, to enhance human resource development as it related to export promotion and international trade.” JEA offers a relatively large number of training programs (more than one per month) which focus primarily on topics which are directly related to international trade, such as “Sea Freight”, “Letter of Credit”, “Customs Procedures” or “Procedures at QIZ and ASEZA”, although it also does offer several more broadly-focused programs such as “Selling Skills”, “Strategic Planning”, or “Cost Accounting”. (A complete list of programs offered to date in 2002, as well as those planned for the rest of the year, is presented in Appendix D.) According to JEA management, all training programs are selected in response to expressed needs by the JEA membership, even if they focus on topics which are also offered by other business associations in Jordan.

The fee structure for JEA’s programs appears to be somewhat below normal market rates, with 5-day (4 hours/day) programs costing members between JD 90 and JD 100, and non-members JD 150. (This price differential serves as a major stimulant to companies to become members of JEA.)

JEA prides itself on selecting trainers from the local market who are experienced in their fields, and consider themselves to be international trade practitioners rather than trainers. Depending on the topic covered and the length of the programs, its “trainers” may or may not charge the JEA a fee for their services.

As JEA looks towards the future, it would like to develop a “state-of-the-art” training facility in which to offer integrated courses on export promotion and international trade based on training models used in other countries and certified or accredited by international bodies.

v. Information Technology Association – Jordan (Int@j)

As one of Jordan’s newer and most dynamic business associations, Int@j is made up of generally small, entrepreneurial companies involved in various aspects of the ICT sector. Int@j’s work is primarily involved with working with other sectors of business and government to promote the future of the ICT sector, and only tangentially involved with training. According to the organization, training programs are not designed to address the needs of upper or middle management, but are rather focused on meeting staff development needs. Most programs are short, half- or one-day sessions, are generally offered free-of-charge to member companies, and focus on topics such as public relations, human resources management, or English language skills. (Programs of a more technical nature involving the application of ICT are frequently the primary area of business of the association’s member companies, and are generally not offered by the association itself.)

Membership training programs offered during the past year have included:

- Powerful Presentations workshop cycle
- Build your business plan
- Effective negotiations (in association with the AWTC)
- PR workshop
- JAVA, MCSD, ORACLE training courses (in association with ANERA and Princess Sumaya College)
- Rational software tool training course
- Project Management Training Course (see below)

As an exception to its normal approach to training programs, Int@j is currently offering a longer term project management training course, with partial sponsorship from a Japanese development organization. The program, which was requested by the Int@j membership, is a three-day/week, ten-week program, costing JD 3,100 for each of its 20 participants, with the Japanese sponsoring organization contributing an additional JD 1,000 per participant.

vi. Jordan Intellectual Property Association

The Jordanian Intellectual Property Association (JIPA), with 120 members, focuses its activities on issues surrounding the development and application of policies in the field of intellectual property. Its training programs, which are directly related to its central mission, are focused primarily on helping public sector agencies such as customs inspectors and members of the judicial system to understand and apply intellectual property legislation.

c. Overall assessment of management training programs offered by business associations in Jordan

i. The Demand for Management Training Programs in Jordan

The need for improved managerial capabilities throughout Jordan has been commented and documented on numerous occasions, and is a topic on which there is near universal agreement within the country's business sector. Due to the lack of high quality formal programs in management education available at either the post-graduate or executive education level within Jordan, senior managers frequently attempt to contribute to the development of their employees through short-term management training programs which are focused on the development of specific managerial skills, be they in the area of personal effectiveness (e.g., "Time management"), organizational development ("Change management"), or business-related skills ("Recruiting and Selection"). While these sort of training programs are not – even in the aggregate – a substitute for a solid formation in business management, they do provide middle level managers with specialized skills and knowledge which should help them to become more effective in their jobs.

They also provide motivation, and to some degree, the mere act of attending a management training session can have a positive impact regardless of the program's content or applicability.

While it is impossible to assess with accuracy the true objectives of managers in requesting training events and in sending their employees to attend, there does seem

to be some evidence, reported by executives of the various management associations, that a sizeable number of program participants are sent to training events as a form of recognition for past performance, rather than as preparation for future responsibilities. (This conclusion may be more applicable for the broadly-focused training programs than for those offered by the more highly specialized associations where training is focused on the acquisition of specific skills which are closely related to the central mission of the association.) This attitude, together with the practice of leaving the decision regarding which program to attend to the individual employee, suggests that participation in management training programs is not generally related to any sort of a formal professional development plan, and may be more a function of each employee's own perception of his/her own training needs and/or interests.

ii. Role of Management Training in Jordan's Business Associations

All of the management training programs offered by the business associations included in this survey contribute directly to their sponsoring organization's missions.

The three organizations with broadly-defined missions to help their membership to improve their overall competitiveness in international markets (JABA, AWTC and YEA) offer broadly-focused training programs designed to help managers employed by their member companies to develop a wide spectrum of individual skills. These programs not only serve the needs of existing members, but also serve as generators of revenue and new memberships (due to the training program discounts offered to members).

The other three organizations surveyed – JEA, Int@j and JIPA – have more narrowly defined organizational objectives and training programs which are equally narrowly defined, focusing on specialized skills and knowledge directly related to the central mission of the sponsoring organization. Since membership in these specialized organizations does not appear to rely on access to training but to a broader range of industry support and promotion services, training events are not relied on as either a source of revenue or new members.

iii. Range and scope of management training programs

As suggested in the previous paragraphs, two distinct categories of training programs are offered by the business associations surveyed:

Specialized, or narrowly-focused training programs are offered by the Jordanian Exporters Association, the Jordanian Intellectual Property Association, and – to a lesser degree – Int@j. These programs are focused on specific skills which are directly related to the central focus of the organization, and in general do not duplicate training programs offered by other organizations. Examples might be programs focusing on "Sea Freight", "Letters of Credit", "Customs Procedures" or "Procedures at QIZ and ASEZA" offered by the Jordanian Exporters Association; or programs offered by the Jordanian Intellectual Property Association, which tend to focus on issues directly related to intellectual property rights and their enforcement. Such programs do not compete with similar programs offered by other business associations, and are offered to their memberships as an integral part of the specific mission of the sponsoring organization.

More broadly-focused management training programs are offered by three business organizations whose mandates themselves tend to be broader, and focus on the overall improvement of business skills in a competitive international environment. The training programs offered by the Jordan-American Business Association (JABA), the Amman World Trade Center (AWTC), and the Young Entrepreneurs Association (YEA) tend to include an extremely broad range of subjects, covering skills development in areas including leadership, personal effectiveness, organizational development, sales management, and human resources management.

It is important to note that in this latter group of broadly-focused training programs, most tend to focus on the development of a specific managerial skill – generally a “soft” skill¹ – and do not include more extensive treatment of the various areas of management such as strategy, accounting, finance, marketing, operations or human resources management. Indeed, many of the topics appear to either focus on skills which are not normally considered central to more formal programs of management education, or attempt to cover what is in reality a very large body of knowledge using a somewhat superficial, skills-based approach to the exclusion of the development of a deeper understanding of the body of knowledge.²

iv. Selection of programs and trainers

All six of the associations surveyed reported that their training programs were demand-driven, and that various forms of membership surveys were used as a basis for the overall program design and the selection of individual topics. Membership surveys appear to range from the informal telephone sampling method, to much more formal and rigorous written membership surveys, and include as a standard feature, feedback forms requested of participants at the end of each training program.

While attention to membership needs is obviously of central importance in the design of any association-sponsored training program, a blind adherence to open survey results may have resulted in a preponderance of programs reflecting the latest management fads and buzzwords to the detriment of more structured programs focusing on the development of basic management knowledge and capabilities. This is especially the case for the more broadly-focused training programs, where faddishly titled events are presented in a sequence which does not suggest any sort of structured developmental approach. In the case of the more specialized organizations and training programs, the training events presented appear to be more related to the central focus of the organization.

¹ “Soft skills” are generally understood to include skills in the areas of leadership, teamwork, interpersonal relations, communication, motivation, cross-cultural relations, negotiation, marketing and selling. “Hard skills” might include topics such as accounting, finance, operations research, systems design, production management, economic and market analysis, and strategic planning.

² Short term skills training programs meet one segment of the overall demand for management education and training, as depicted in Appendix E. They are complemented with other forms of management education and training, ranging from two-year MBA and Executive MBA degree programs at one extreme, to one-day management briefings at the other.

The selection of trainers for the various management training programs – and especially for the more broadly focused programs – may also be related to the selection of the programs themselves. Due to the intense competition between the various management associations to fill the seats in their training programs, and to the price sensitivity of the market, as well as to the high cost of bringing international speakers and trainers to Jordan, most programs are now presented using the more limited number of trainers – both Jordanian and expatriate – who are based in Jordan. Unlike either business school professors or international consultants who are affiliated with brand-name schools or consulting companies, these local trainers are by and large independent, free-lance consultants and trainers who have been able to develop a reputation within the region for their skills as trainers. As reported by several of the associations surveyed, trainers are as likely to approach the sponsoring business associations as the other way around, and offer to present training programs within their own specialty. If packaged well, these programs, when presented to the membership in the form of a membership survey, attract a good deal of attention.

The more specialized programs offered by the more specialized business associations tend to use trainers who are experts in their technical fields, and who may not think of themselves primarily as “trainers”.

All training programs offered are evaluated by the participants, and these rankings are used to make future decisions regarding whether or not to invite the same trainer back in subsequent years.

v. Economics of management training programs

It is difficult to make an accurate assessment of the economics of the management training programs sponsored by the surveyed business associations, due to the variations in length and intensity, and pricing and discounts. However, using an average price to members of JD 75 per full-day program, an average trainer cost of JD 800 per day, and average food and materials costs of JD 12 per participant per day, break-even attendance is approximately 13, after which each additional participants contributes JD 62 per day to the association’s general overhead expenses. Using these average costs and prices, a program of 10 events, each lasting one full-day (or two half-days) per year with an average attendance of 30 would make a net contribution of JD 10,900 to the sponsoring organization. To this figure might be added the additional revenue of membership dues from companies joining the association in order to take advantage of discounted training fees offered to members. As can be readily appreciated, these numbers provided a powerful incentive for many business associations to get into the management training business, with the end result of driving down prices, and increasing the total number of events to the point that it is difficult for most associations to attract enough participants to cover their costs. This has resulted in some reduction of program offerings, as well as price competition between sponsoring organizations in order to fill their respective programs.

vi. Success in meeting needs of members and sponsoring organizations

At one level, the large number of management training events currently being offered by Jordan’s various management associations, all of which are based at least to some

degree on membership surveys, as well as the number of vacant seats at most training events, suggests that managers' expressed needs for training programs are being met and that there is, in fact, an oversupply of training programs. Given this situation, the sponsorship of additional management training programs of a like nature would be not only superfluous but detrimental to the interests of the sponsoring management associations.

However, if in fact the decision to send an employee to a management training program is made by senior management more as a reward for past performance than as preparation for future responsibilities, and if the selection of specific programs is based primarily on personal interests or topics which are perceived as "in fashion", then it may be questioned if the programs are really meeting the needs of the associations' memberships.

Evidence from the survey suggests that the specialized programs offered by the more narrowly-focused associations to appear to respond to real needs as expressed by their members, and that those receiving the training are able to apply what they have learned in their current positions. In the case of the more broadly-focused programs, the evidence suggests that the skills acquired may be less directly related to current job responsibilities, and thus provide a slower pay-back to their sponsors.

Furthermore, short-term management training programs cannot be a complete substitute for more formal management development programs, including both formal education and deliberate job rotation and mentoring systems. Short-term management training programs certainly provide a valuable service in the context of a fuller range of management development options. But short-term training programs offered in isolation may only provide an illusion of management development while in reality not providing the opportunity for the sustained capability improvement which is needed.

vii. Training-related problems and issues facing business associations

Human resource development is central to the mission of all the business associations surveyed as part of this assessment, and short-term management training programs have become the preferred way to address this mandate. As outlined in previous paragraphs, the portfolio of training events offered by the associations surveyed ranges from those which are closely related to the central area of focus of the association, to those which are more broadly focused, reflecting the broader focus of their sponsoring association. In the case of the more broadly-focused programs, sponsoring organizations are facing the following common problems:

- Rapid growth in the number of training programs offered has resulted in lower average attendance per program, and price cutting as a tactic to boost attendance
- Price sensitivity and the availability of low-cost competing programs has precluded in most cases the possibility of using speakers or trainers from outside of Jordan
- The role of training programs in both contributing financially to their sponsoring organizations, and in serving as an inducement for membership, means that the exit option – or even the option to collaborate with other associations in offering training

programs – is largely precluded, and that each association will continue to attempt to compete by offering lower-priced programs on “hot” topics.

Faced with these problems, those associations which currently offer broadly-focused management training programs must address the issue of how to continue to meet their members’ needs for management development while at the same time avoiding the cost and price-based competition in the current “training market” and making the minimum required financial contributions to their sponsoring organizations.

4. Focus group survey of management training needs

a. Objectives, scope and approach

Two focus group sessions were conducted with representatives from a wide variety of private-sector businesses for the purpose of obtaining a better understanding of both the management training and development needs in the private sector, and of the degree to which current suppliers of management training and development programs are meeting those needs.

A list of individuals attending the two focus group sessions is presented in Appendix F.

Each session followed the same format, and began with a overview presentation entitled “Managing Corporate Training and Development” (Appendix G.) The presentation focused on the goals of corporate-sponsored training and development, features of both successful and unsuccessful training and development programs, distinguishing between Training and Development, selecting the right training and development option, and managing the training and development process. The presentation was accompanied by a reprint of the Harvard Business Review article “Six Lessons for the Corporate Classroom” which was given to each participant.

Following the presentation, participants were invited to discuss management training and development needs in Jordan. The discussion was subdivided into three sections:

- Needs for management Training and Development, including required skills and knowledge, target audiences, and expected results and benefits
- Program logistics, including duration and scheduling, venue, participant dedication and costs, and
- Providers, including the role of business associations, selection of trainers, role of foreign business schools and trainers, and opportunities.

b. Summary of findings³

i. Need for management training and development

All focus group participants reported significant experience with management training programs. Many – but not all – reported some experience with in-house programs which were generally focused at a more technical level and generally involved trainers and/or training materials (video cassettes, CD ROMS, etc.) from within the company. In one case, the CEO selected training videos of a more general nature to present to his management team, and led discussions following their presentation. All participants reported experience with the various management training programs available locally and generally sponsored by organizations such as YEA, JABA or AWTC. While no strong dissatisfaction was voiced with regard to these programs, it was reported that attendance at these programs was frequently a matter of prestige or reward rather than in response to any particular company training need or objective.

During a free-ranging discussion of management training and development needs, the following priorities were voiced by both groups of focus group participants:

- Leadership and human resource management

Expressed in various different ways, participants voiced a strong need for programs focusing on managerial behavior, including motivation, communication, supervision, coaching, delegation, empowerment, and appraisal. Several participants pointed out that many of their senior managers lacked even an awareness of the importance of people management skills and their relationship with corporate success.

- Planning

Related to the first point, participants reported that many managers were ineffective in structuring the work of their subordinates, or in using their own or their subordinates time in a cost effective manner.

- Strategy and functional management

Unprompted requests for management training needs were confined to the two topics described above, with the most emphasis placed on leadership and human resource management. After prompting from the discussion leader, most participants did agree that an understanding of corporate strategy and how the various areas of management – production, sales, customer service, etc. – all fit together, would be of benefit, although there was some discussion regarding the levels at which these topics were needed. After prompting, participants agreed that in order for departmental managers to develop their ability to move up in the organization, wider multifunctional management development programs were needed.

The lack of unprompted responses in this area may be related with the participants' failure to associate broadly-focused management development programs with the same sort of management training programs which might focus on leadership and

³ Complete meeting notes are included in this report in Appendix H.

human resource management. When the possibility of longer-term development programs offered by foreign business schools was mentioned, there was immediate positive response regarding the need for the kind of business education which those schools might provide.

Participants focused most of their comments on the training and development needs of middle management. However, both groups indicated that in order for a serious management development program to receive the attention (and funding) required from senior management, it would be advisable to hold some training events focused at the CEO level in order to convince senior managers of the need and utility of management development programs. Such CEO-level programs would have to involve high profile international speakers and offer exceptional value to the CEOs themselves, in order to provide the necessary inducements to attend.

ii. Program logistics

The general consensus regarding program logistics was that issues such as duration, venue, and cost were functions of the target market for each program. Events targeted at lower level management positions should generally be held on week days in the late afternoon and early evening, so as not to overly interfere with the normal work day, and that program costs were an important factor in deciding whether or not to attend. Programs targeted at more senior-level positions might be held in out-of-town venues (Dead Sea, etc.), on a combination of weekdays and weekends, and should be scheduled to last a maximum of 4 to 7 days, depending on the topic and speakers. For these individuals, the opportunity cost of their time was by far the most significant cost facing the participants.

iii. Providers

A wide variety of training providers are currently used by the companies represented in the focus groups, including in-house trainers from home offices of international companies (such as the international hotel chains), local industry experts – generally from within the same company, and international business schools for long-term management development programs. The various industry associations which provide management training programs to their membership were also mentioned. In general, those present at the focus groups expressed a lack of enthusiasm for the latter, and indicated that “individuals generally attend these types of courses on their own will, without company sponsorship” and that “companies are often not willing to pay for these programs because they do not see the return on investment.”

5. *Conclusions and recommendations*

The assessment of the management training programs offered by the six surveyed Jordanian business associations, together with the two focus group discussions with training directors and other executives from a selection of Jordanian businesses, lead to several overall conclusions:

- Business associations with narrowly-defined missions which offer their membership training programs directly related with their central area of focus, provide a needed service by offering highly specialized training events covering skills required by their memberships and unavailable elsewhere. Examples of such

associations and their specialized training programs are the Jordanian Exporters Association and the Jordanian Intellectual Property Association.

- Business associations with more broadly-defined missions which offer their membership and the general public training programs which are focused on the development of general management skills find themselves in an increasingly competitive environment leading to the following outcomes:
 - An over supply of general management skills training programs as business associations attempt to take advantage of what had been a profitable activity;
 - Competition among associations offering similar programs, using prices and membership discounts as primary tools of competition;
 - Low average attendance and frequent cancellations of programs due to the intensity of competition;
 - Use of local, as opposed to international trainers in order to reduce costs and be able to compete given the price sensitivity of the market;
 - Budget shortfalls for training programs in meeting their contribution targets towards their respective association's overhead costs.
- The range and scope of the management training programs currently offered in Jordan is narrowly focused on the acquisition of specific management skills, as opposed to a broader developmental focus on knowledge, skills and perspective in the various functional areas of management such as might be gained in a longer-term program of management education. While such a narrow, skills-based focus is an important element in the development of managerial capabilities, it cannot and should not be the only form of management development available to Jordan's business community.
- There presently exists only a partial awareness of the benefits of in depth management development programs, as opposed to short term management training activities, and the greatest perceived needs for management training and development are in the area of leadership and human resource management. While there is a lack of enthusiasm for the many short-term management training programs currently available from the various business associations, executives and human resource managers are unaware of any alternatives which might offer more in-depth development in management. Most larger business do, however, meet their needs for technical training through a combination of in-house programs (often using trainers sent from the home offices of international companies) and hired local trainers or experts.

Based on these conclusions, the following recommendations are made to assist Jordan's business associations in improving their capacity to meet the management development needs of their members:

- Specialized business associations offering narrowly-focused and highly technical training programs to their memberships should be encouraged and, where necessary, assisted to continue to do so without broadening their focus to more generalized

management skills development programs such as those offered by the more broadly-focused business associations;

- Broadly-focused business associations, including especially the YEA, JABA and AWTC, should be encouraged to design and present management development programs that would build managerial capabilities in the various functional and strategic areas of management through a series of sequenced events focusing on the development of knowledge, skills and perspective in the various areas of management. Such programs might be organized so as to lead to the award of a certificate of completion at the end of the integrated series, and should be coordinated by an expert in business education and development, although each event need not necessarily be led by the same provider.

It is important that business associations escape the current competitive environment of low-priced, skills-focused training events, and offer their memberships higher quality, integrated management development programs. This change in strategy, which has been presented as a goal by more than one business association, will require a significant effort to reposition the “training” program, and to obtain the understanding and active support of senior and human resource managers who make program and participant selection decisions, and who authorize the resources for their employees’ participation.

A highly desirable goal would be for the various associations which currently offer broadly-focused skills development training programs, to combine their efforts so as to offer a single, high-quality, integrated management development program with a sufficient number of participants to cover the costs of using the best quality educators available. An alternative, which is currently under discussion, would be to establish a high quality graduate business school in Jordan with the capacity to offer integrated management development programs to middle and senior level managers on a non-degree basis. Such an institution might be created in partnership with the business associations and offer its non-degree management development programs in association with the several Jordanian business associations.

Appendix A: Business Associations Surveyed

Young Entrepreneurs Association

Dina Duhkquan, Executive Director

Natalia Janbek, Activities Coordinator

Amman World Trade Center

Samer I. Asfour, General Manager

Jordan Intellectual Property Association

Rana Diab, Executive Director

The American Chamber of Commerce in Jordan (Jordan American Business Association)

Maria Sabella, training and Events manager

Jordan Exporters Association

Halim F. Abu-Rahmeh, Managing Director

Information technology Association – Jordan (Int@j)

Rania Abu Shukor, Administrative Manager

Appendix B: Training Programs offered between 1999 and 2002 by the Jordan-American Business Association

1999

28th Feb – 4th March	Business Management Skills Training
12th – 30th Sep	Business Management Skills (three consecutive training courses)
26th – 30th Sep	Managing and Financing a Private Business Course
20th Nov	Seminar on Long-Term Benefits of Joining the WTO for Developing Countries

2000

6th March	Customs Seminar organized by JABA and JEA
20th – 21st March	Importance of Human Resources Function
22nd – 23rd & 26th March	Employee Development
26th – 27th March	Strategic Management
18th July	Introduction to Work Management Seminar
21st – 24th August	Project Management Training Course
22nd, 23rd and 25th October	Business Plan Training Course
30th & 31st October	Communication Skills Training Course
22nd Nov	Water Seminar – Dr. Roy Grohs, USAID's Regional Economic Advisor

2001

16th Jan	Managing Organizational Change Workshop
22nd January	Motivational Management Training
5th – 7th February	Feasibility Studies Workshop
12th Feb	FTA Research and Awareness Program
28th Feb	Time Management Workshop
19th – 20th March	Customer Service Workshop
17th – 19th April	Recruiting and Selection Workshop
23rd – 25th April	Platform Skills Workshop

21st – 23rd May	The Selling Process From A to Z Workshop
5th June	Teams that work because they C.A.R.E. Workshop
18th – 21st June	Organizational Development: The Complete Series Course
16th – 19th July	Pharmaceuticals Acceptance & Rapid Market Approach
17th July	Water Seminar with former Senator Paul Simon
8th August	Sales Management Reach and Approach Course
19th – 20th Sep	Performance Appraisal Course
26th – 27th Sep	Training Program Management Workshop
8th – 10th Oct	The Selling Process from A to Z
15th – 16th Oct	Advanced Selling: The Psychology of Sales
23rd – 24th Oct	Human Resources Management Seminar

2002

11 Feb	Negotiate and Win
13-14 Feb	Performance Appraisal
12-13 Mar	Decision Making
18-19 Mar	Empowering Managers
27 Mar	Governance Training for potential board members
30 March	Strategic & Work Plan workshop
16 May	Time Management Seminar
May 23	Effective Communication & Stress Management Seminar
June 9-12	Advanced Topics in Management
June 9-13	Advanced Topics in Marketing

Appendix C: Young Entrepreneurs Association Training Activities: 1999-2002

Year	Activity – Training Course	Date	Duration
1999	Power of Understanding Cohort Effects	16/5/99	8 Hrs.
	Effective Negotiations	5-6/10/99	16 Hrs.
2000	Communication Skills	26/2/00 – 1/3/00	
	Project Management	5-6/4/00	
	Fundraising	10-11/5/00	
	Positivity	25/10/00	
	Work Management		
2001	Leadership Series	10-11/4/01 28-29/5/01 12-13/6/01	46 Hrs.
	Motivational Management	22/5/01	8 Hrs.
	Creativity	30/7/01 3-4/9/01 5-6-7/11/01	46 Hrs.
	Coaching Leadership	1/8/01	8 Hrs.
	Discovering the Opportunity	15-16/10/01	8 Hrs.
2002	Emotional Intelligence	17 – 18/3/02	8 Hrs.
	Is Entrepreneurship For me?	6-7/5/02	8 Hrs.
	Character First	23-24/6/02	8 Hrs.
	Retail Management	18-19/8/02	8 Hrs.
	“How to Establish Your Own Venture”	8-12/9/02	20 Hrs.
	Emotional Intelligence	21-22/10/02	8 Hrs.

Appendix D: Training Programs offered in 2002 by the Jordanian Exporters Association

Completed

1. Planning for Export Marketing	January 27-30, 2002
2. Sales Tax...Experiences and Solutions	February 9-13 , 2002
3. Sea Freight	March 31-April 3, 2002
4. Letters of Credit	April 7-11, 2002
5. Selling Skills	April 21-25, 2002
6. Customs Procedures	May 5-9, 2002
7. Procedures at QIZ and ASEZA	June 2-6, 2002
8. Letters of Credit and Collection Bills	July 1-6, 2002

Planned

1. Amendments on Sales Tax	July 14-18, 2002
2. Strategic Planning	July 28-August 1, 2002
3. Cost Accounting	August 11-15, 2002
4. Sea Freight	August 25-29, 2002
5. Special Customs Procedures	September 8-12, 2002
6. Practical Application on Purchasing	September 22-26, 2002
7. Preparing Feasibility Studies	October 6-10, 2002
8. Project Financing and Loans	October 20-24, 2002
9. Insurance	November 3-7, 2002
10.Starting Your Business	November 17-21, 2002
11. Freight and Transportation	December 1-5, 2002

Appendix E: The Range of Options in Management Education and Training

Program option	Duration (FTE)	Learning objectives	Focus
MBA	2 years (full-time)	Skills, knowledge, perspective	General management; may include specialization
Executive MBA (EMBA)	2 years (part-time)	Skills, knowledge, perspective	Multi-functional general management
Exec. Education (Long programs)	4-12 weeks	Skills, knowledge, perspective	Multi-functional general management
Exec. Education (Short programs)	1-2 weeks	Skills, knowledge	Functional area of management
Seminars	1-3 days	Skills, knowledge	Specific topic or skill
Workshops	1 day	Skills	Specific skill
Briefings	1-4 hours	Knowledge	Specific topic

Appendix F: Participants attending Training Needs Assessment Focus Groups

21-Jul-02

Guest Name	Company Name	Business Phone	Gender
Omar Abu-Wishah	Petra Engineering Industries Co.	+962 (6) 4050940	M
Nadia Daboub	Spinneys	+962 (6) 4169141	F
Zein Ghanma	Private Sector	+962 (6) 4641327	F
Manal Goussous	Fastlink	+962 (6) 5828100	F
Ibrahim Harb	Jordan Telecom	+962 (6) 5711866	M
Amer Naserddin	Computer Networking Services / Primus	+962 (6) 5535733	M
Hania Qubein	One World Software Solutions (owss)	+962 (6) 5330751	F
Samer Younis	Information Technology Association - Jordan	+962 (6) 5152322	M

22-Jul-02

Lina Abu-Namous	Global One Communication (Jordan) Ltd.	+962 (6) 5624777	F
Samer Al-Jabari	Samer & Sameh Bros. Investment Company	+962 (6) 5668664	M
Hussam Anastas	AREGON	+962 (6) 5100100	M
Anwar Haddad	Jordan Wood Industries Co.	+962 (6) 4201171	M
Bassam Kawash	Jordan Hotel Association	+962 (6) 5682356	M
Munther Muheisen	AREGON	+962 (6) 5100100	M
John Northen	Amman Marriott Hotel	+962 (6) 5607607	M

Appendix G: Focus Group Presentation

Planning and Managing Corporate Training and Development

Dr. Kenneth L. Hoadley
AMIR Program
July, 2002

AMIR

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Agenda

- The Goals of Corporate T&D
- Distinguishing between Training and Development
- Selecting the Right Option
- Managing Training and Development
- Management Training and Development Needs in Jordan – Discussion

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The Goals of Corporate Training and Development

- Corporate Training and Development educates the organization, not just the individual
 - Purpose is to achieve organizational goals based on company vision and strategy
 - T&D programs are tools to communicate change, implement strategy and knit corporation together
 - Requires clear articulation of vision and clear linkage with T&D programs

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The Goals of Corporate Training and Development

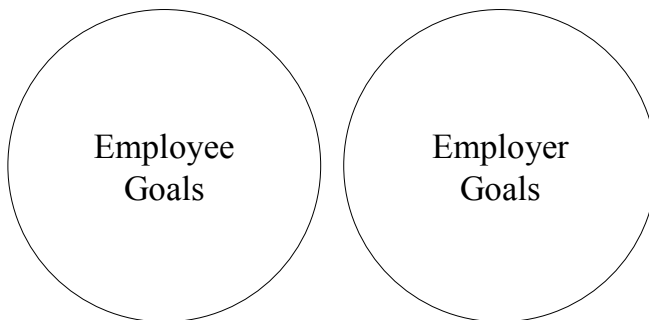
- Employee goals
 - Performance improvement
 - Self-realization
 - Promotion
 - Higher salary
 - Better job
 - Independence
 - Value/effort
- Employer goals
 - Productivity improvement
 - Employee satisfaction
 - Capability development/ institutional learning
 - Profit improvement
 - Shareholder value
 - Value/money

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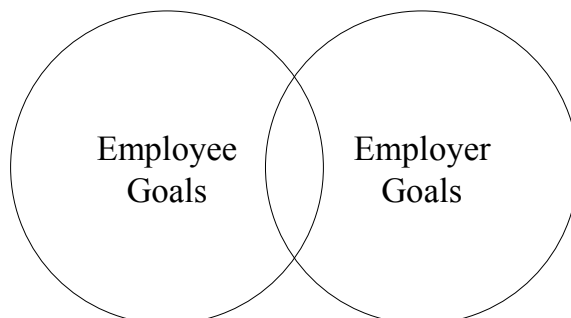
The Goals of Corporate Training and Development


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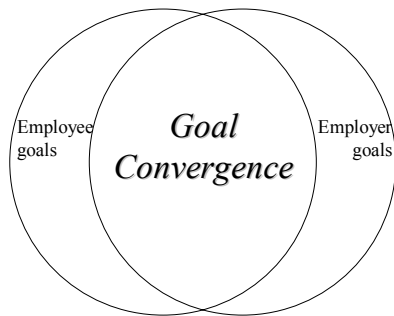
The Goals of Corporate Training and Development


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The Goals of Corporate Training and Development

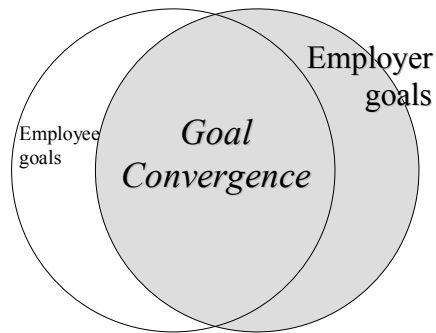


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The Goals of Corporate Training and Development



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The Goals of Corporate Training and Development

Successful T&D Programs

- Well-defined goals
 - Provide focus and credibility
 - Requires company to identify critical strategic needs
 - Needs analysis: from strategic to departmental to individual
- Communicate how corporation values human resources
 - Developmental; recognition of elite fast track

Unsuccessful T&D Programs

- Lack linkage to corporate strategy and objectives
 - Scattershot pursuit of fads or "nice to know" topics
 - Management by objectives
 - Management by Walking Around
 - Time management
 - Stress reduction
 - (Pleasant but irrelevant add-ons)
 - Remedial - to "fix" people

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Distinguish between Training and Development

Training

- Short term
- Designed to help people do their job better
 - Product briefing for sales force
 - Computer skills for support staff
- Coping strategy; help people to become skilled specialists
- Departmental activity; focus on present position

Development

- Long term
- Designed to build organizational strengths for future
 - Broaden, provide new perspectives
 - Think strategically
- Building strategy; help people to become generalists
- Corporate activity; should be tied to career progression

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Selecting the Right Option

- Training versus development
- Long-term versus short-term
- In-house versus out-sourced
- Local versus foreign
- Traditional versus e-learning

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Selecting the Right Option

Program option	Duration (FTE)	Learning objectives	Focus
MBA	2 years (full-time)	Skills, knowledge, perspective	General management; may include specialization
Executive MBA (EMBA)	2 years (part-time)	Skills, knowledge, perspective	Multi-functional general management
Exec. Education (Long programs)	4-12 weeks	Skills, knowledge, perspective	Multi-functional general management
Exec. Education (Short programs)	1-2 weeks	Skills, knowledge	Functional area of management
Seminars	1-3 days	Skills, knowledge	Specific topic or skill
Workshops	1 day	Skills	Specific skill
Briefings	1-4 hours	Knowledge	Specific topic

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Managing Training and Development

1. Articulate a strategic vision
2. Analyze strategic priorities and company needs
3. Distinguish between training and development and their different uses, structures, and forms of administration
4. Choose the right teachers and programs from inside and outside the organization
5. Involve top managers at every stage of T&D – before, after, and especially during the training and development process
6. Evaluate T&D's educational value and cost-effectiveness

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Management Training and Development Needs in Jordan – Discussion

- Needs for management T&D
- Program logistics
- Providers

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Management Training and Development Need in Jordan – Discussion

- Needs for management T&D
 - Required skills and knowledge
 - Target audiences
 - Expected results and benefits
- Program logistics
- Providers

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Management Training and Development Need in Jordan – Discussion

- Needs for management T&D
- Program logistics
 - Duration and scheduling
 - Venue
 - Participant dedication
 - Costs
- Providers

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Management Training and Development Need in Jordan – Discussion

- Needs for management T&D
- Program logistics
- Providers
 - Role of Business Associations
 - Selection of trainers
 - Role of foreign business schools and trainers
 - Opportunities

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Management Training and Development Need in Jordan – Discussion

Thank you!

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Appendix H: Notes from Focus Group Discussions

Focus Group #1

July 21, 2002

Participants opinion on E-learning

The consensus was that this type of training would not be as effective as classroom training for the following reasons:

- It is difficult for individuals to be motivated and have the focus necessary to self-learn.
- It is best to have an instructor who can test one's knowledge and to follow up, ensuring that materials have been learned and understood
- Problem of band-width in Jordan

General perception of training

Training is becoming more and more of a common practice and there is an increased willingness to invest a significant amount of time and money in employees. For example, the Project management course was recently offered, which was for 3 weeks at a cost of JD4000, and it exceeded the training provider's expectations in terms of demand for the course.

However, only in the past year or so have companies, such as One World Software, even considered management training. It is a new concept in Jordan and companies are more reluctant to send managers to training and development courses as it is a larger investment. The other risk that companies foresee is the fact that following the course, the participants are likely to be recruited from companies in the Gulf, who can offer 5 times the salary that organizations in Jordan can offer.

Needs for management T&D

Middle Managers – Individual training

- Lack of experience on how to get the work done efficiently, in a timely manner.
- "How to manage"
- Performance Management
- Delegation
- People skills/Customer services skills
- Need training on coaching – how to develop others
- Address the problem of micromanagement
- Accountability and responsibility
- Need to appreciate that time is money
- Planning – prioritizing, etc

Company wide training

- Strategic score card – show how each individual's work impacts the strategic direction and objectives of the company
- Teambuilding

CNS

- Need to provide employees with development – career path training

Petra Engineering Training Needs

- Understanding the overall picture of the company – particularly for the Marketing department and the Research and Development departments.
- Strategic Planning – for top managers only

Jordan Telecom Training Needs

- Human Resources Management
- Leadership
- Creativity
- Have and will send managers on 6-month management training programs

Constraints

- Have not been successful in finding good training providers in Jordan.

Program logistics

- Time is a problem, especially for top managers
- Limited amount of time that people will be away from their families.
- 4-7 days maximum duration for top managers.
- Preferably training should occur in the late afternoon, everyday for one week
- Top management prefer training courses to be held on weekends

Participant motivation

- Top management need to have more incentives to attend training programs – they need to see the value up front
- Inducements – patronage of royalty or celebrities (famous speakers)
- Word of mouth – the program needs to have been well received and recommend by others.

Cost

- Company would actually have to request it to pay more – must be specialized technical assistance
- Larger companies are willing to pay more
- The majority of companies in Jordan are small to mid size and these companies can not afford to invest more than approximately JD100

Providers

- The larger companies, such as One World Software and Fastlink, Offer most of the training courses in-house.
- Long-term – Business Schools
- Short-term – New York Institute of Technology (in Amman)
- Individuals generally attend these types of courses on their own will, without company sponsorship.
- Companies are often not willing to pay for these programs because they do not see the return on investment.

Focus Group #2

July 22, 2002

Participants opinion on E-learning

The Marriott uses web-based programs to communicate initiatives. The program is very broad, providing general information. It is not a skill development program.

The other participants have never used e-learning programs, and all agree that it requires significant self-discipline and motivation of employees, which is apparently lacking.

General perception of training

There are currently no training programs in Jordan beyond briefings, workshops, seminars, and the odd short-term program. Human resource management is a very new concept in Jordan. The owners and executives of companies in Jordan have a different mentality when it comes to training. They will attend a training program out of prestige and will send employees to a training course as a reward. In some instances, companies will invest in training only if there is money left in the budget that must be spent. Companies are still unwilling to invest a substantial amount in training; therefore the cost of 2-3 week training courses is quite prohibitive.

According to law, 1% of profit is supposed to go to training and development.

Current Corporate Trends in Training

Global One

- In-house training, primarily on customer service
- Training is generally provided by the Marketing Manager or a representative from Sprint US Marriott

- Prefer to contract a foreign trainer to come to Jordan to train a group of employees, rather than send individuals outside of Jordan for training

Aregon

- The company both brings in experts from abroad and sends employees abroad for training
- They believe that employees will transfer the knowledge to the rest of the company through the projects they work on
- There is a higher demand for foreign trainers

Jordan Wood Company

- The General Manager is very interested and involved in training and development.
- In-house training for sales and customer service

Needs for Management T&D

- Top managers need to understand the purpose of training
- Empowerment – for top and middle managers (how to give authority along with responsibility)
- Delegation
- Motivation – how to motivate employees – increase productivity
- Planning – to take into consideration ways in which to communicate the plan, how to obtain employee buy in, etc
- All aspects of leadership, how to manage
- Strong demand for part-time Executive training programs

- The financial industry is in need of technical training. This is not readily available in Jordan, due to the lack of representation (no business association)
- First stage of training – basics of management and leadership
- Second stage - marketing, finance, strategies, project management, etc

The majority of participants agreed that all levels of management should receive General Management training, especially since the majority of managers only have an Engineering degree. One participant felt that only the high-level management positions need this training.

Program logistics

CEO level

- Opportunity cost is highest at this level. The training needs to have real value and should be kept short and concise

Hospitality

- Study tours are valuable

Brokerage

- prefer 1-day programs

Recommendations

In designing the training programs, consider the skills that are currently not available in Jordan, the cases in which expatriates have to be brought in to perform certain functions. Examine these gaps and train accordingly.

The courses should be tailored for specific industries/sectors, particularly for topics such as marketing and human resource management.

It would be useful to run an awareness campaign to educate top management and CEOs on the benefits of short-term management training programs.

Think about the maximum benefit for the maximum number of people, look at the shorter-term programs